



Time management in ICT professions

- Difficulties for women linked to:
 - a specific relation to work;
 - a dominant model of working time.
- Formal and informal agreements with time.
- Paths for recommendations.

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Relation to work (# 1/2)

- Interest for work (pleasure, personal development) seems more important than any working time measurement.
 - In an environment of passionate workers, it is difficult to introduce the notions of limits to availability, of measurement of professional time.
 - As there are many young workers in these jobs, many women are at pregnancy age or are in charge of a family, which leads them to ask for different models of working time. This puts them aside from the dominant model, the one that opens the doors to careers.
- A common agreement on the idea that professionalism needs flexibility. Moreover, fixed hours work is seen as boring work.
 - Flexibility as such is not a problem, it is part of the job interest.

Relation to work (# 2/2)

- The relation to work is based on a task to accomplish and objectives to achieve, not on time measurement.
 - It is difficult to implement legal or conventional agreements on working time reduction, because these agreements are based on time measurement.
- More similarities with independent work than subordinated work.
 - Autonomy and responsibility replace control.
 - However, autonomy is not always extended to working time. Autonomy is often limited to tasks completion.

Specificities of working time (# 1/3)

- Hard rhythms are often the norm ...
 - Total availability, unpredictability of working time, frequent overtime, flexibility.
- but not always
 - It depends on functions (management functions, proximity with the client, ...).
 - It depends on the nature of activities (more or less sensitive to the market).
 - Some companies pay more attention to the quality of work and the conciliation aspects.
- However the general rule seems to be "*never saying no to a client*".
 - Many women think that customer services activities, in general, are becoming more and more closed to women.

Specificities of working time (# 2/3)

- Working long hours (presenteism) seems to be a device by which men demonstrate their commitment to the job and the organisation.
 - Those who are not working long hours are seen as less productive and committed.
 - Those who are not working long hours are supposed to have "chosen" not to make a career.
- Conciliation of private time and professional time is seen as a women problem.
 - Genderisation of policies.

Specificities of working time (# 3/3)

- National differences
 - The notion of "long working hours" is not the same in each country. It is related to the national model of working time: more than 40 hours a week in Britain, less in many other countries.
 - Different type of family culture
 - Social division of work between men and women.
 - Looking after old parents or not.
 - Place of the child.
 - Available infrastructure for small children (kindergarten, ...).

Formal and informal agreements on working time (# 1/2)

- Fragmented days with alternance of professional and private time.
- Part-time and telework.
 - Are quite frequent but remain "structural exceptions".
 - Part-time workers in ICT professions are "peripheral workers".
 - National differences
 - Part-time and/or telework as a solution for short periods (2, 3, 6 months, ex. Italy) or for a long time or the whole career (ex. Belgium)
 - Different consequences on careers.

Formal and informal agreements on working time (# 2/2)

- Telework is not necessarily the best solution.
 - Working at home can be a chaos (looking all the day after small children, lack of space, decline of social capital).
- Working time reduction
 - Periods' holidays compensate for periods of hard work (45 to 60 hours a week, depending on countries).
 - Family loads (children, old parents, ...) require regularity (school and kindergarten schedule, ...) not an alternation of periods of hard work and periods' holidays.

Paths for recommandations

- Making employers and employees aware of the compatibility between a good investment in work and the quality of life outside work. Stopping considering that they must necessarily be sacrificed one to the other.
- Fighting again the model that intertwins high quality of work with total availability or professional overinvestment.
- Making part-time less peripheral in ICTs professions and careers.
- Adapting legal and conventional agreements on working time reduction (taking into account the relation to work based on tasks and objectives).
- Raising autonomy in time management.
- Promoting a better recourse to telework (more flexible, more casual).
- Developing awareness on the risks related to overinvestment in work (burn out syndrome, health problems, sustainability of this model on a whole career).